



## EARLY WARNING SYSTEM

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### **I. Purpose**

1. A comprehensive Personnel Early Warning System is an essential component of good discipline in a well-managed law enforcement agency. The early identification of potential problem members and a menu of remedial actions can increase agency accountability and offer members assistance in correcting a problem.
2. The Personnel Early Warning System (PEWS) is a time-sensitive system designed to effectively organize critical performance and evaluation data in a format conducive to promptly identifying early indicators of certain performance problems and to facilitate any necessary or appropriate follow-up activities. The PEWS is intended to serve as a systematic approach to highlighting tendencies that may otherwise be overlooked.

### **II. Policy**

It shall be the policy of the University of Maryland, Baltimore Police Force (UMBPF) to monitor specific and significant events in a systematic way using PEWS. The UMBPF will exercise its responsibility to evaluate, identify, and assist members who exhibit signs of work performance problems.

### **III. Procedures for First Line Supervisors and Command Personnel**

#### **A. First Line Supervisors Responsibilities**

1. First line supervisors must be attuned to potential problems that may negatively affect the member and the UMBPF. First line supervisors will evaluate regularly collected material from day-to-day contact and observation, and will use the organization's administrative database to identify and trigger an administrative review using the following indicators:
  - a. Performance evaluations;
  - b. Internal agency and/or citizen complaints;
  - c. Work attendance/leave records;
  - d. Disciplinary actions;

- e. Use of force incidents; and
  - f. Preventable agency vehicle accidents.
2. Within a twelve (12) month period, three (3) instances of any of the above indicators or any instance of a negative evaluation may trigger a review. This section shall not be construed, however, to restrict an administrative review for any single instance of any indicator.
  3. All collected information using the above stated indicators will be forwarded to the Support Services Commander for inclusion into the appropriate personnel files.
  4. A supervisor will take immediate and appropriate action, consistent with agency policies and procedures, whenever the supervisor directly observes inappropriate member conduct.
  5. When a supervisor becomes aware of a pattern of behavior that requires intervention efforts beyond informal supervisor/member counseling, the supervisor will forward a written report through the chain of command. The report should include:
    - a. Details of the pattern of behavior that raised the concern;
    - b. Details of any informal intervention efforts already attempted by the supervisor; and
    - c. A list of any witnesses to the behavior in question.

**B. Management/Command Responsibility**

1. When the next level of authority receives the information from the supervisor, they will meet with the member to discuss possible courses of action and follow-up. After this review of the matter, it will be decided whether the supervisor should continue to monitor the problem, should further investigate the problem, or whether immediate action needs to be taken.
2. If it is determined that immediate action needs to be taken, the written report and all related materials will be forwarded to the member's Commander, who will review the matter and determine an appropriate course of action to correct the problem or behavior, and make a plan for follow-up. The member's Commander will consult with the Director of Public Safety for cases involving disciplinary action. The member's Commander will also consult with the Director of Public Safety and Human Resource Services in cases involving potential termination. A plan of how best to proceed will then be determined. Intervention action may include:
  - a. Formal counseling and monitoring;

- b. Remedial training;
  - c. EAP referral;
  - d. Referral to the contracted psychological assessment service;
  - e. Reassignment; and
  - f. Disciplinary action.
3. After a proposed course of action and follow-up is decided upon, the original supervisor and the next level supervisor will meet with the member to further discuss the proposed course of action and the plan for follow-up. A finalized action and follow-up plan will be presented in writing to the member. The member will receive a copy and sign a receipt, acknowledging acceptance of the terms and conditions.
  4. At the conclusion of this meeting the next level supervisor will forward to the member's Commander, the finalized action plan, along with a cover memorandum that details how the action plan and follow-up will be accomplished.
  5. No action in regard to the PEWS is subject to either the grievance or disciplinary process. When the plan includes discipline, however, such action will be taken in accordance with **WD 5.8 and 5.8A Disciplinary Procedures – Sworn & Non-Sworn and WD 4.10 Grievance and Appeals** as it applies to each member class.

C. Remedial Action

1. Remedial training is directed at solving a problem or improving the performance of a member in a particular area within a given timeframe with the expectation of improved performance.
2. When supervisors are counseling members in reference to sub-standard job performance, they should confer with the Education and Training Lieutenant in regards to training opportunities if training is considered a remedy.

D. Employee Assistance Program

1. The UMB Employee Assistance Program (EAP) is a confidential assessment, referral and information service designed to provide help with any kind of personal problem that may be affecting the member's life and or job performance. These problems may include:
  - a. Stress;
  - b. Emotional problems;
  - c. Family, legal, or financial concerns; and

- d. Substance abuse problems.
- 2. The Office of Human Resources Services shall provide information on member benefits to members of the UMBPF and provide assistance to the member and their family in cases of injury or death.

E. Annual Evaluation of the PEWS

The Professional Standards Commander will ensure that a review and evaluation of the PEWS System is conducted on an annual basis to determine its effectiveness. This information will be evaluated and used to revise the system. If changes need to be made to the system, the Professional Standards Commander will forward a memorandum to the Director of Public Safety detailing the problem, the proposed course of action and the follow-up plan.

**Written Directive System Impact**

Upon approval and publication, WD 4.14 supersedes all previous editions of 4.3A. WD 4.14 will also incorporate SOM and CSM 4.12, Early Warning System.

Antonio Williams, MS  
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CALEA Standard (s): 35.1.9